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Agenda items 48 and 112

# STRENGTHENING OF THE UNITED NATIONS SYSTEM

# REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND FINANCIAL FUNCTIONING OF THE UNITED NATIONS

Letter dated 21 April 1997 from the Secretary-General
to the President of the General Assembly

97-09845 (E)

/...

I refer to my letter to you of 17 March 1997 (A/51/829), on the managerial and other initiatives that I am undertaking as part of the first track of my reform programme. You may recall that, in the first part of that letter, after outlining some of the management reform measures I have taken to-date, I referred to the establishment of a Management Reform Group in the Department of Administration and Management, and indicated that the status of the efficiency process and related management reforms would be described in a separate report that I would send to you shortly.

The first report of the Group is enclosed herewith. It is a further indication that managerial reform is well under way in the United Nations. The measures it describes are directly relevant to the follow-up to many of the reform initiatives outlined in my 17 March letter, including plans to reduce non-programme costs by one third, from 38 per cent to 25 per cent of the budget, and reallocate savings to economic and social programmes; modernize and improve the services provided to Member States through an expanded use of information technology and the reduction of documentation; and strengthen the accountability and responsibility of programme managers.

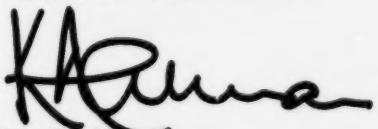
I am setting milestones to systematically monitor progress, and I am satisfied that the efficiency reviews underway are achieving results that are meaningful and measurable. For my part, I am committed to pursuing all measures that are within my authority and to bringing to the attention of Member States changes that need to be acted on at the intergovernmental level.

The measures outlined in the attached report are testimony to the imagination, involvement and spirit of initiative of Secretariat staff members and managers. They have, at the same time, drawn on guidance and proposals emanating from the concerned intergovernmental bodies, and have greatly benefitted from the experience of, and expertise provided by, several Member States, particularly in achieving "value for money" in public sector reform.

The attached report addresses only some of the issues covered in my 17 March letter. Thus, work is at the same time proceeding for the finalization of my proposed programme budget for the next biennium, which will reflect for the first time negative growth while providing for the delivery of all mandated programmes, and will involve the elimination of some 1,000 posts. Similarly, the attached report does not deal with the other aspects of my 17 March letter, such as the consolidation of the economic and social departments at Headquarters, streamlining at the country level, the reorientation of public information, and the completion of the United Nations Code of Conduct. Follow-up measures in relation to these initiatives are under way and will be the subject of separate reporting. Progress made in relation to all these initiatives will be covered in the comprehensive submission that I intend to present to the General Assembly next July.

Reform is not an end in itself. It is a means to revitalize this critical institution to better serve the needs of the international community. My submission to the General Assembly in July will thus include proposals for consideration by Member States on the main objectives on which the United Nations should focus as it enters the twenty-first century, as well as further measures to ensure that the structures and methods of work of the organization are geared to meeting these objectives in the most efficient and responsive way possible.

I shall make this letter and the attached report available to all Member States and Observers.



(Signed) Kofi Annan

UN 21

# ACCELERATING MANAGERIAL REFORM FOR RESULTS

LETTER OF TRANSMITTAL

21 April 1997

Mr. Secretary-General,

You have asked me to lead an accelerated and expanded process of managerial reform and laid out key goals which you want the Management Reform Group to pursue as part of the first track of your overall programme of reforming the United Nations, namely to:

(a) Accelerate and expand managerial reform, placing greater emphasis on effectiveness and embedding efficiency reviews in the work of the organization, completing at least 400 efficiency projects, achieving efficiency savings of at least $100 million in 1997 (regular budget and extrabudgetary);

(b) Reduce the non-programme costs of the organization from 38 per cent of its budget to no more than 25 per cent by 2001, streamlining administration and suggesting ways in which resources could be reallocated to economic and social programmes;

(c) Modernize and enhance services and information provided to Member States, expanding the use of information technology and the availability and transparency of information, with key goals of connecting all Missions electronically to the Secretariat by June 1997 and reducing the quantity of paper documents by 25 per cent no later than 1998;

(d) Increase the accountability and responsibility of programme managers for real results on the ground, to provide better, more cost-effective support services and to recast central management in a new Department of Management.

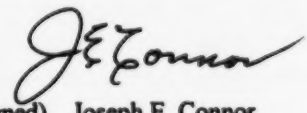
As promised to the Member States, what follows is a report on the situation at the end of the first quarter of 1997 for each of these areas of managerial reform. In some areas, we have only begun the exercise. In others, we are well under way. We are building on the process that the Efficiency Board catalysed over the last year and the efficiency projects initiated by United Nations' managers and staff members (reported in *UN 21: Better Service, Better Value, Better Management*, September 1996). As you have requested, this report focuses on steps that enhance the effectiveness and the efficiency of the United Nations and the provision of services to Member States.

There is an excellent basis for achieving each of the goals that you have laid out. Over 450 efficiency projects have been initiated; almost half have already been completed and all are well under way. Concrete results from these projects are contributing to our keeping within a "no-growth" budget, living with reduced staff levels and laying the basis for future savings. They are

also improving the effectiveness of the United Nations in key areas and expanding services that the organization provides to Member States and others. We have initiated pilot projects to demonstrate the benefits of enhanced accountability and flexibility for managers; and we have made a start on simplifying administrative processes.

Although we cannot recognize all of the hundreds of managers and staff members who are contributing to this effort, I should like to single out the action managers who are responsible for implementing the projects, the review leaders and teams and, especially, the members of those teams who have made substantial contributions to the effectiveness and efficiency of the organization and have been recognized with the UN 21 Award (see Appendix) . Together with the Management Reform Group and management reform groups in each UN entity, these managers and staff members form a network of innovators and implementors committed to managerial excellence in the United Nations.

The report that I am forwarding to you describes the significant challenges that we face in each of the areas you have identified and some of the results that we have already achieved. Together, I believe, these efforts will result in a significant improvement in the management of this critical institution and an important contribution to your reform efforts.



(Signed) Joseph E. Connor
Under-Secretary-General

The Secretary-General
United Nations

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## I. CHALLENGE ONE: ACCELERATE AND INTEGRATE MANAGERIAL REFORM INTO THE WORK OF THE UNITED NATIONS

***WHAT:*** *Accelerate and expand managerial reform, building on the efficiency review process, placing greater emphasis on effectiveness; complete at least 400 efficiency and effectiveness projects and achieve efficiency savings of approximately 100 million dollars in 1997 in regular and extrabudgetary resources; embed managerial reform into the work of the organization; and achieve continued levels of efficiency savings in the future.*

***WHY:*** *The promotion of effectiveness and efficiency should be a continuous concern of the organization. Integrating effectiveness and efficiencies into the organization will mean implementing and spreading best practices across the organization; engaging staff members on an ongoing basis; strengthening managerial skills; creating appropriate incentives and performance measures and management systems; and creating a support body for promoting efficiency and effectiveness within the organization. Global trends in public-sector management show that there are also high opportunity costs associated with not following an efficiency/effectiveness path.*

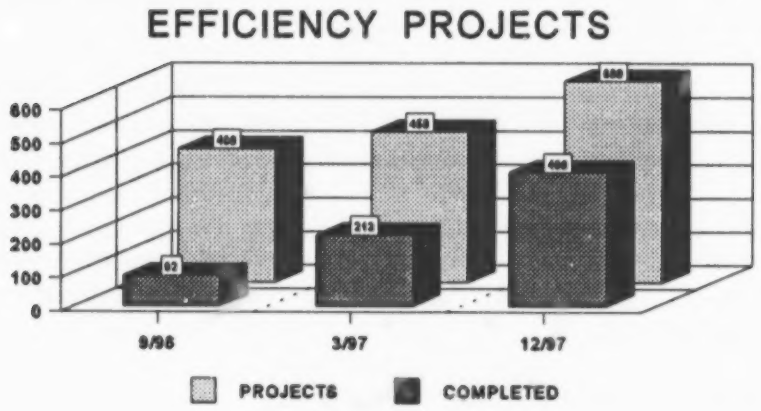
***WHAT MEMBER STATES AND EXPERTS HAVE SAID:***

> "A recurrent theme in statements during recent sessions of the General Assembly has been the need to improve the efficiency and productivity with which the United Nations employs its human and financial resources." [1]
>
> ". . . many of our national Governments are implementing cost-control and efficiency measures, and a similar approach must be taken by the United Nations as well ." [2]
>
> Comments by Member States on the Strengthening of the United Nations Secretariat
>
> ". . . the primary purpose of the efficiency reviews should be geared more towards the efficient long-term operation of the organization's activities rather than to the short-term goal of cost-cutting." [3]
>
> Report of the Advisory Committee on Administrative and Budgetary Questions

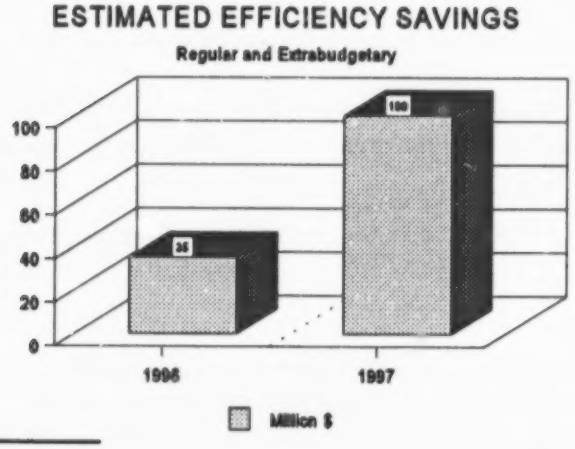
***RESULTS TO DATE:***

- Four hundred and fifty projects to enhance effectiveness and efficiency initiated across the United Nations, with two hundred and thirteen efficiency projects completed by March 1997. Each project has been proposed by and is being implemented by UN

managers and staff members to enhance service to Member States and others, provide better value for money and strengthen management of the organization;




* Efficiency gains are helping to cushion the impact of 1996-1997 and 1998-1999 budget reductions and to protect and even enhance the delivery of mandated programmes;[1]




[1] Total efficiency savings have been estimated on the basis of individual estimates submitted by programme managers and include both regular and extrabudgetary savings. The savings reflect, in part, mandated budget cuts, unspent although approved resources and expenditures that have been avoided.

**Table 1**

| *PROMISES KEPT* | |
|---|---|
| **SEPTEMBER 1996**<br>*UN 21: BETTER SERVICE, BETTER VALUE, BETTER MANAGEMENT* | **APRIL 1997**<br>*UN 21: ACCELERATING MANAGERIAL REFORM FOR RESULTS* |
| ***BETTER SERVICE:*** | |
| "In late 1996, there will be a step-change in access to UN documents when the Optical Disk System is linked to the UN Home Page." | Completed on 1 November 1996. |
| ***BETTER VALUE:*** | |
| "Many departments are looking at communications as part of their efficiency initiatives." | - Department of Peace-Keeping Operations connected all field missions with Headquarters through VSAT Satellite earth stations, increased line capacity in 5 missions and an intermission dialing plan in 9 missions.<br><br>- The UN Conference on Trade and Development is realizing economies of $300,000 in telecommunications costs, eliminating unused phone lines and expanding the use of E-mail.<br><br>- UN Office in Geneva restructured its communication support services, saving $350,000.<br><br>- UN Office in Vienna reduced communication costs, saving $444,000. |
| ***BETTER MANAGEMENT:*** | |
| The Economic Commission for Latin America and the Caribbean is "reducing the cost of travel, for example, by negotiating reduced airfares with airlines." | - The Commission negotiated discount agreements with six new airlines and saved $20,717. |
| The Office of Human Resources Management initiated a pilot to "test video conferencing for interviews." | - Completed, video conferencing tested and adopted saving $25,000 in travel costs in pilot and $50,000 estimated for 1997, and reducing its 1997-1999 travel requirements for this purpose. |
| "The United Nations Treasury is now bidding more competitively for the purchase of foreign currency." | - The UN Treasury saved $501,000 in the first eight months of a cash management project to buy foreign currency more competitively. |

**Table 2**

## *NOT JUST CUTTING COSTS*

*The Secretary-General has asked UN managers to pay more attention to enhancing the effectiveness of what they do, not just cutting costs. Indeed, efficiency is more than cutting costs . . . it's about delivering more or the same amount of output for the same or fewer resources. Impossible? Here's one example . . .*

### *THE UNITED NATIONS TREATY SERIES:*

***WHAT:*** 40,000 treaties and 40,000 subsequent actions and other agreements in 145 languages have been registered with the UN since 1946. Publication is required by Article 102 of the Charter (and relevant General Assembly resolutions) to eliminate secret diplomacy and advance the cause of peace and the international rule of law.

***CHALLENGE:*** Reduce an eight-year backlog of volumes awaiting publication and make the UN Treaty Series available on the Internet as mandated by the General Assembly, despite a 15 per cent staff reduction.

***ACTIONS:*** The Treaty Section set clear performance targets using the Performance Appraisal System, trained all staff members in team-building and management, used desk top publishing and provided all staff with new computers and expertise in advanced computer skills.

***RESULTS:*** The Treaty Section:

- Cut registration's response time from 18 months in 1995 to five months in 1997;
- Published 60 volumes in one year, doubling the number produced and significantly cutting production time;
- Placed 30,000 international treaties on the Internet by April 1997;
- Significantly expanded access to the UN Treaty collection in the developed and developing world - - 2,500 hits per week on the Internet, 40 times more than expected, well beyond the reach of the 400 or so paper copies of each volume sold to the public each year.
- Highly favorable response from Missions.

* "Best practices" network initiated to spread good management initiatives and successful efficiency projects across the organization;

* Best practices guides prepared and distributed, for example, by UN in Vienna and the World Food Programme, to promote the sharing of best practices across the Secretariat and across the UN system;

- Eight teams composed of UN staff members have been recognized with "UN 21 Awards" for concrete results they have achieved to promote efficiency and effectiveness;

**Table 3**

| *UN 21 AWARDS*<br>*Recognizing teams of staff members for their measurable results in achieving better value, better service and/or better management of the organization.* | |
|---|---|
| **TEAM** | **RECOGNIZED FOR** |
| Treasury | See Table 1. |
| Department of Peace-Keeping Operations:<br>- Sea-Transport Unit | Repatriated UN Peace Forces from former Yugoslavia using time charter of vessels; over $21 million in savings. |
| - Europe and Latin America Division | Rotated 186,000 troops and 2,472 UN Military Observers from 36 countries; planned down-sizing of Peace Forces and handover from Protection Forces to NATO-led Implementation Force; Established independent peacekeeping missions in the Balkans in 1995 and 1996. |
| Treaty Section, Office of Legal Affairs | See Table 2. |
| Office of Outer Space Affairs | Working with intergovernmental bodies, developed questionnaire to prioritize use of resources; resources reallocated to priority programmes in 1996. |
| Medical Services Nursing Team | Rearranged duty hours to extend Medical Services hours for staff. |
| Conference Services | Cut printed material by 13 per cent for $1.5 million in savings; remote translation; rearranged weekend shifts for savings of $1.4 million (see *UN 21: Better Service, Better Value, Better Management*). |
| Vienna Administration | 103 efficiency projects; 63 per cent completed; Total savings of $4.406 million in 1996-1997 biennium (see *UN 21: Better Service, Better Value, Better Management*). |
| United Nations Home Page<br>led by the Department of Public Information | Revamped UN Home Page, 210,000 "hits" to the page/week in June 1996; 1.1 million "hits"/week in February 1997, recognized in top 5 per cent of Home Pages on the Internet. |

***WHAT IS NEXT:***

- Accelerate and expand the efficiency process, with increased emphasis on effectiveness and strengthening services for Member States;

- Complete efficiency projects under way and recently initiated, such as:

  - Enhance information technology support for the Consultation Room of the Security Council and other meeting rooms;

  - "Greening the UN" initiatives to promote sound environmental practices in the UN Environment Programme, Building Management Services and the Department of Policy Coordination and Sustainable Development;

- Establish a Management Reform Group within the Department of Management and within each UN entity to support managerial reform and efficiency measures;

- Expand the programme of staff development as an essential investment in future organizational capacity, with particular emphasis on managerial training and on the management of human and financial resources, including simplification of administrative processes, with a view to proposing increases in the percentage of staff costs devoted to that purpose from around 0.6 per cent to a percentage closer to the more than two percent invested by other international organizations;

- Establish budgetary and performance incentives for enhanced efficiency and effectiveness; for example, future budgets should include ongoing efficiency targets and better reflect full cost of programmes;

- Recognize additional teams of staff members with UN 21 Awards for the measurable results they have achieved to promote effectiveness and efficiency in the organization;

- Spread good management practices across the UN system and change procedures and policies based on successful efficiency projects.

**Table 4**

| *REFORM MILESTONES* | | | |
|---|---|---|---|
| | **1996-1997 biennium** | **1998-1999 biennium** | **2000-2001 biennium** |
| **Efficiency projects** | 600 initiated<br>400 completed | 600 completed, efficiency reviews contribute to maintain budget levels | Fully integrated in budget process |
| **Efficiency savings (estimated, regular and extrabudgetary)** | $130 million | Continued savings in non-programme costs | Achieve a one third reduction of non-programme costs |
| **UN 21 Team Awards** | 32 | 50 | 50 |

## *STATUS AND HIGHLIGHTS OF DEPARTMENTAL EFFICIENCY PROJECTS*:

**Background to the efficiency projects:**

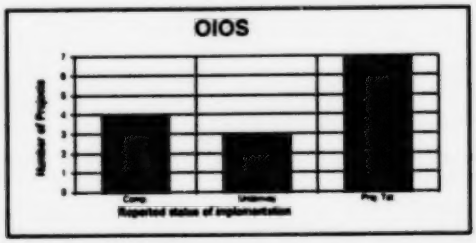
In the first phase of the efficiency review process, every department and office in the Secretariat was asked to identify specific areas where they could significantly enhance the efficiency and effectiveness of their operations. They were requested to name a review team of managers and staff members, develop a study plan and submit a final report including recommendations and measurable results. More than 450 efficiency projects were proposed - each with a designated action manager, specific project objective and timetable for implementation.

Information and status of illustrative projects are taken directly from department and office submissions. Projects highlighted were chosen on the basis of measurable results and degree of completion. Estimated savings have been prepared by programme managers.

**Notation:**

Comp=Completed Project
Underway=Project underway and to be completed in 1997
Project Tot.=Total projects for department or office

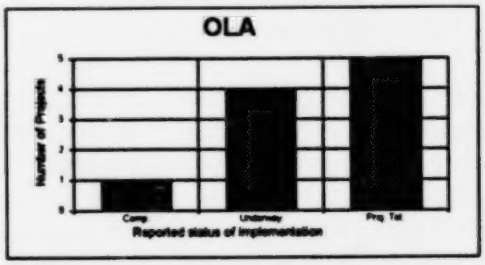
## Office of Internal Oversight Services




*Efficiency Gains:*

- Streamlined six administrative reports of staff in Audit and Management Consulting Division into one report; savings in staff time and rationalized report production
- Improved quality of reporting to legislative and management bodies: Quality of two most recent reports praised by the General Assembly; carried out a user survey; allocated additional manpower to system of quality control
- Created an audit recommendation database to track audit recommendations since 1994 that are not yet implemented
- OIOS web site on Home Page; OIOS Bulletin Board on cc:Mail; recruited computer assistant to strengthen information technology capacity in the Office
- Established comprehensive audit planning, monitoring and reporting system which provides output to audit management and all supervisors

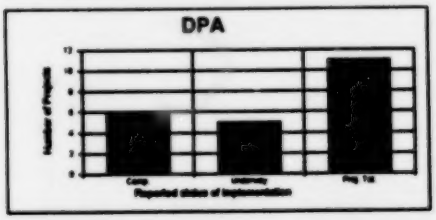
## Office of Legal Affairs




*Efficiency Gains:*

- Clearing an 8 year backlog in publishing the International Treaties Volume
- Clearing a 14 year backlog in publishing the Cumulative Index to the Treaty Series; savings of $9,000 per volume, effective 1997
- Doubled the number of titles published by the Treaty Section each year from 27 in 1994 to 60 in 1996, and published most recent Treaty volume in 6 months
- Achieved Treaty Section results despite 15 per cent fewer staff, through new use of desktop publishing and use of Performance Appraisal System to set performance targets

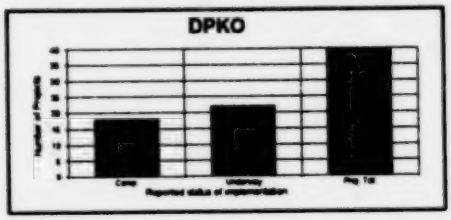
**Department of Political Affairs**




*Efficiency Gains:*

- Reduction of meetings identified as excessive; saved $188,000
- Improved quality of *Disarmament Yearbook*: in-house drafting and editing; reduction in size by 40 per cent from 500 to 325 pages; reduction in size of *Disarmament Periodic Review* by 50 per cent from 200 to 100 pages
- Shortened Secretary-General's reports to the Security Council and General Assembly

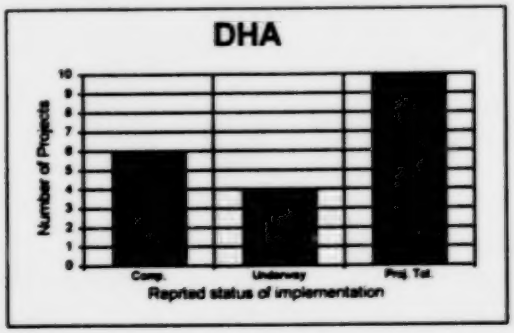
**Department of Peacekeeping Operations**




*Efficiency Gains:*

- Provided service support to missions in Angola, Haiti and Rwanda through commercial contracting
- Used time instead of voyage chartering of vessels; achieved savings of over $21 million; estimating $10 million - 20 million per year
- Saved $1.7 million in 1996 through improved selection and training of Police Monitors
- Established Vehicle Fleet Database; Global Direct Provisionings for Vehicle Spares; Request For Purchase for Centralized/Standardized Vehicles: By end of 1997, Standardized Vehicles estimated to save $50 million - $70 million over 5 years; Centralised Disposals: $30 million - $40 million over 5 years; Global Direct Provisionings for Spares: $20 million over 5 years.
- Connected all Field Administration and Logistics Division field missions with Headquarters through Very Small Aperture Terminal Satellite earth stations and increased line capacity in 5 missions; Established an intermission dialing plan in 9 missions; Introduced Automated Facsimile Switching System in 2 missions
- Implemented the Contingent Owned Equipment tracking system created in UN Protection Forces, saving 2-3 man-years of paper review and manual calculations
- FALD Strategic Database now serving 13 business areas of DPKO and 28 Member States

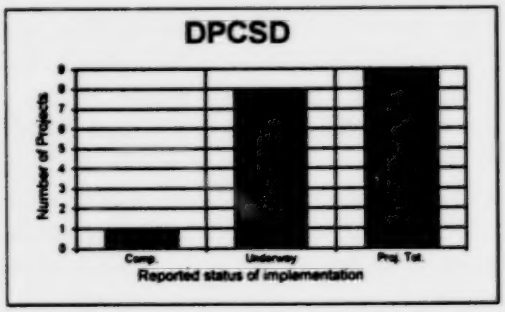
**Department of Humanitarian Affairs**




*Efficiency Gains:*

- Implemented 4 joint airlifts with World Health Organization and/or World Food Programme to reduce transport costs for each donor/participating agency
- Saved $191,099 through reduction of internal printing and reduction of internal translations each by over 50 per cent
- Savings of $142,000/year in paper and staff costs through use of Lotus Notes for document preparation
- Increased use of agreements with outside providers of staff and equipment at no cost to the UN in response to natural disasters and emergencies in 11 countries
- Increased use of Pisa Warehouse as an emergency response tool: used as an assembly centre for military airlifts to forward World Food Programme food items to Great Lakes Region
- Established a field support programme to avoid duplication of functions

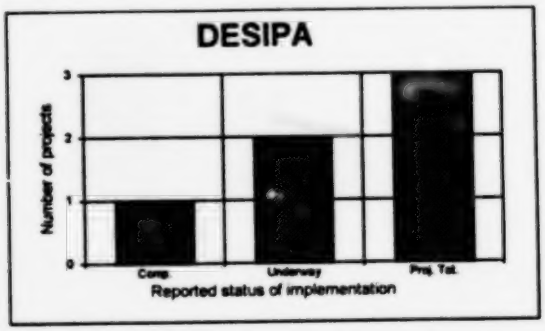
**Department for Policy Coordination and Sustainable Development**




*Efficiency Gains:*

- Implemented a Document Preparation Form to improve and codify the planning and preparation processes for reports. Improved quality and timeliness of document delivery for the whole department

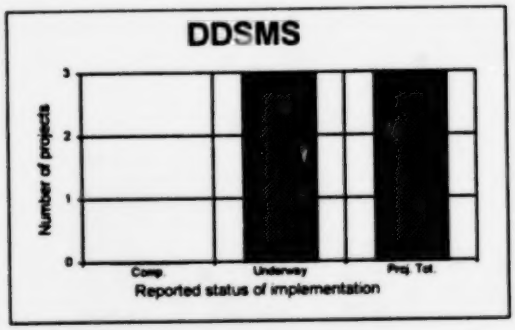
**Department for Economic and Social Information and Policy Analysis**




*Efficiency Gains:*

- Revitalized Commission on Population and Development: shorter documents, electronic distribution and enforced 24-page limit; punctual meetings; met service requirements that had doubled with no additional resources
- Initiated a pilot project for a departmental Document Information System Network

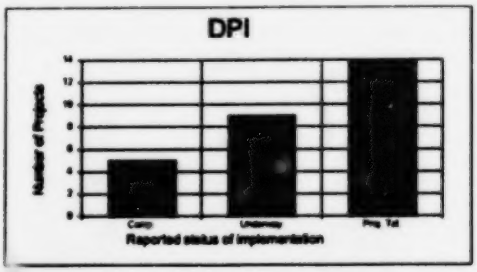
**Department for Development Support and Management Services**




*Efficiency Gains:*

- Two projects pending implementation of Phase 3, Part 2 of Integrated Management Information System on technical cooperation
- One project on hold pending conclusions on restructuring of Executive Office and completion of 1998-1999 budget exercise

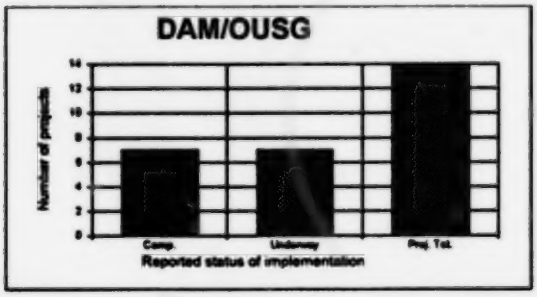
**Department of Public Information**




*Efficiency Gains:*

- Continued integration of UN Information Centres with UNDP field offices; achieved savings of $600,000
- Further additions to the UN Home Page (see *Challenge Three)*;
- Rationalized communication with field offices and streamlined programme activity reports from the field; savings to be determined
- Hired all internationally recruited temporary assistance staff as local recruits in 1996; savings of $130,000
- Increased efficiency and effectiveness in producing exhibits and greater use of in-house design resources; enhanced computer support in the Public Services Section

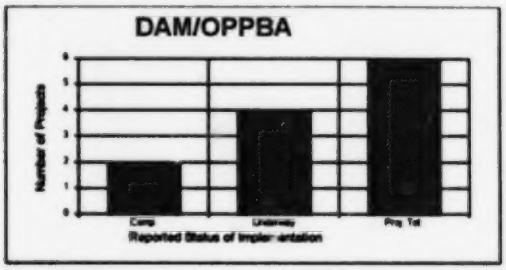
**Department of Administration and Management/**
**Office of the Under-Secretary-General**




*Efficiency Gains:*

- Treasury implemented better, more competitive buying practices of small amounts of foreign currency; savings of $501,000 in first eight months of the change
- Streamlined procedures for recording of, and reporting on, assessed contributions from Member States through series of linked spreadsheets
- Implemented pilot project to streamline rules of Joint Disciplinary Committee
- Streamlined process for check payment of Daily Subsistence Allowance to members of committees not meeting in New York, or to participants in ad hoc meetings

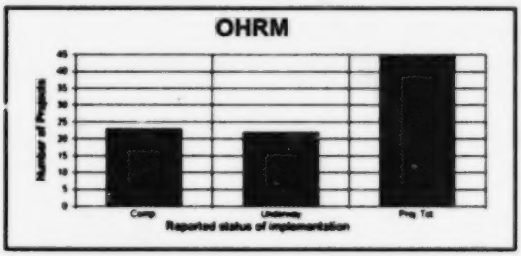
**Office of Programme Planning, Budget and Accounts**




*Efficiency Gains:*

- Developed insurance home page to disseminate insurance information and information from insurance circulars electronically; savings to be determined
- Simplifying procedures for budget preparation through electronic formatting of data entry on required forms; savings to be determined
- Created an Inter-Office Processing Unit for inter-office vouchers and some monthly accounts to reduce backlog and the number of vouchers processed at Headquarters

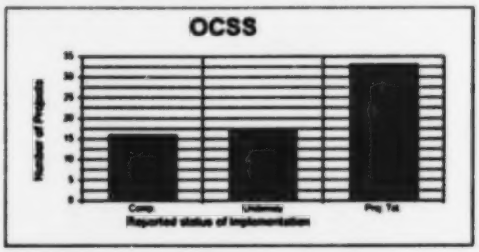
**Office of Human Resources Management**




*Efficiency Gains:*

- Extended hours of Medical Service and increased average number of staff serviced through Nursing Unit initiative to use flexi-time scheduling; savings in reduced overtime
- Reduced travel expenses for oral examinations and interviews through use of video- and teleconferencing; saved $25,000 in pilot schemes; estimated $50,000 savings in 1997
- Streamlined Appointment and Promotion Panel to single panel of 20 members
- Simplified process of ordering medical supplies
- Electronic dissemination of administrative issuances, vacancy announcement and information materials through Optical Disk; savings to be determined
- Revision and streamlining of procedures for filing Dependency Allowance; reduction of overtime processing costs
- Implemented electronic correspondence with trainees to provide course information
- Delegated, in cooperation with the Department of Public Information, processing of contracts for locally recruited staff at the Information Centres

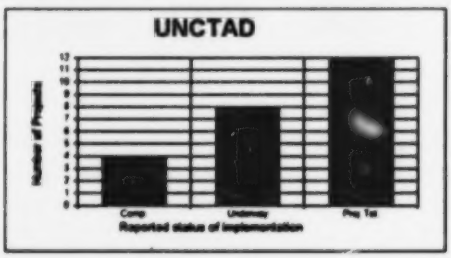
**Office of Conference and Support Services**




*Efficiency Gains:*

- Connection of the Optical Disk System to the UN Home Page, making official documents available to the Member States electronically
- Revitalized UN Postal Administration: record sales in 1996; delegated responsibility of European operations to UNPA Vienna
- Continued reduction of unnecessary document production and distribution by 13 per cent; savings of $1.5 million per annum
- Reduced actual expenditures in OCSS temporary assistance by 40 per cent in 1996 by reducing cost of temporary assistance in language services
- Reduced hours and point of access to UN garage and hours for outside deliveries; $130,000 in savings
- Implemented energy-saving measures in plant engineering section; $100,000 saved in 1996; $150,000 projected for 1997 savings
- Implementation of competitive bidding for all telecommunications services in 1997

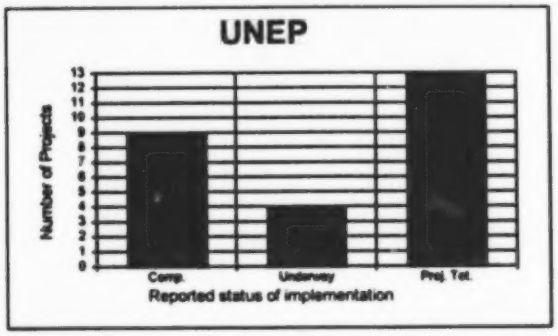
**United Nations Conference on Trade and Development**




*Efficiency Gains:*

- Streamlined intergovernmental machinery: number of meeting units halved; projected savings of $1.7 million in 1997
- Improving telecommunications: Estimated economies of $300,000 in 1996-1997; Internet mail traffic now exceeds 20,000 messages per month; discontinued 60 unutilized telephone lines
- Created Internet Website now displaying more than 1,000 pages of press releases, publications list, meetings calendar and documents; 1,800 "hits" per month:
- Connected all staff to electronic network; staff newsletter, "News About UNCTAD"
- Cut printed output by 15 per cent; reduced mailing list by 30 per cent

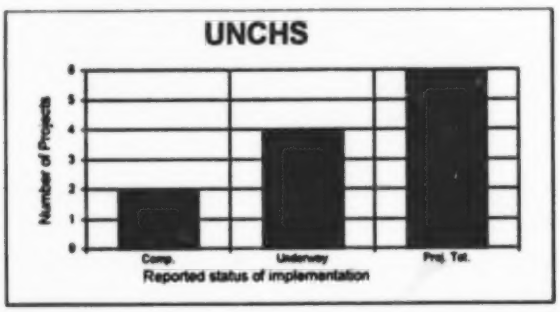
**United Nations Environment Programme**




*Efficiency Gains:*

- Total savings of $175,252 per year through streamlined internal management reporting; streamlined reporting (e.g. three into one Terminal Report); elimination of duplication in report preparation (e.g. between UNEP and Global Environment Fund)
- Improved quality and reduced length of UNEP Weekly Report; electronic distribution of the new "UNEPLINK"
- Interlinked 6-monthly Management Plans and yearly Performance Appraisal System Workplans of managers for more quality control of managerial performance
- Reinforced timeliness of reporting, thereby reducing number of ad hoc reporting requests sent to managers
- Providing training to managers and their staff to familiarize them with monitoring and reporting requirement

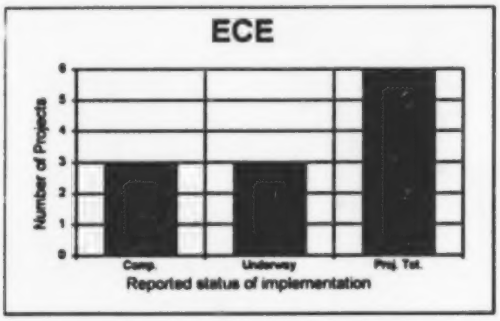
**United Nations Centre for Human Settlements (Habitat)**




*Efficiency Gains:*

- Decentralized Latin America and Caribbean Unit to Rio de Janeiro to improve backstopping in region at lower cost
- Review of publications policy and printing procedures: launched with new sales procedures introduced at Habitat II conference where large stock of publications were sold and overstocking drastically cut

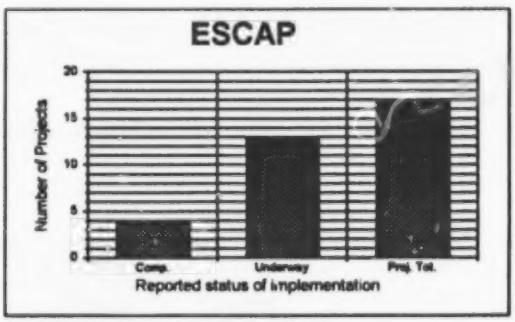
**Economic Commission for Europe**




*Efficiency Gains:*

- Rationalizing publications program: Publications Committee established guidelines; pilot exercise in Statistical Division's publications
- Assigning staff outside of their designated division to accomplish priority tasks across the Commission; helping to mitigate impact of unequal distribution of posts
- Heightened attention to development of communication strategies and a more active attitude vis-à-vis the media through information campaigns

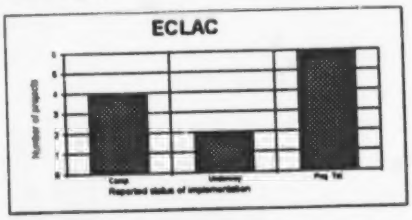
**Economic and Social Commission for Asia and the Pacific**




*Efficiency Gains:*

- Posting circulars electronically: monthly circular on Daily Subsistence Allowance rates, all revised Daily Subsistence Allowance rates, monthly and revised operational exchange rates and travel advisory from Headquarters on bulletin board
- Established electronic bulletin boards on each country of the region for substantive use
- Conducting ongoing review of energy costs in utilities to further identify achievable efficiencies
- Limited use of remote translation in Language Services Section; savings to be determined

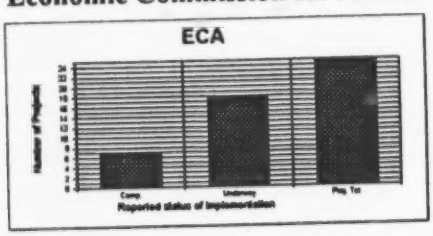
## Economic Commission for Latin America and the Caribbean




*Efficiency Gains:*

- $1.68 million in savings from streamlining organization's methods and procedures in the Commission's Adminstrative Support areas; partial outsourcing of maintenance and security functions; automation of check-writing and electronic processing of travel authorization;
- $110,000 in savings through implementation of more cost-effective technology and practices in document production and distribution: reviewed and reduced distribution lists; more documents and publications published on line
- $20,717 saved in 1996 through rationalized official travel procedures and negotiated discount agreements with six new airlines for travel
- Implemented electronic communications to facilitate editing and translation of documents in cooperation with United Nations Office in Vienna
- Increased adoption of electronic technologies to increase efficiency in achieving work programme's goals and to reduce time requirements for normal office procedures; $100,000 in savings

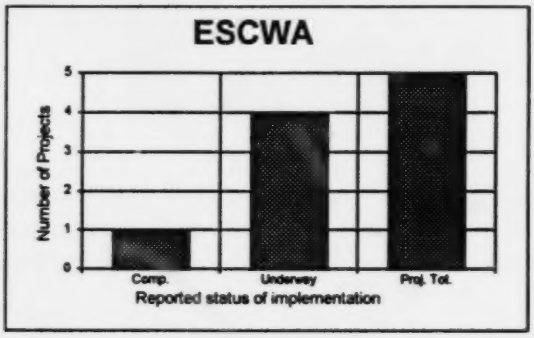
## Economic Commission for Africa




*Efficiency Gains:*

- Saved $111,002 through streamlined and automated basic transactional processes: computerized benefits; created Staff Services Centre; cross-trained Human Resource Management Section staff
- $633,462 in savings through revised 1997 Programme Budget: an integrated framework for decision making, action and follow-up for both regular and extrabudgetary resources
- $98,000 saved from enhanced utilization of information technology; Established ECA Website
- $41,625 in savings by streamlining procedures in approval and processing in Budget and Finance
- Established 1997 training program focusing on leadership and management of people, information technology and client service
- Established career counseling function within the Human Resource Section

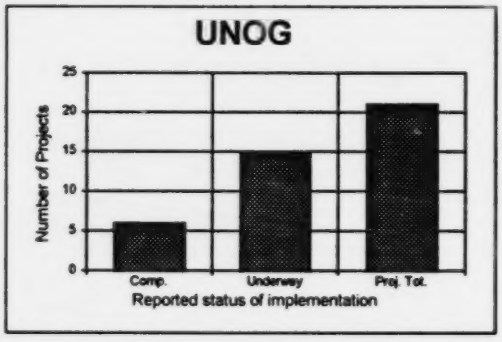
**Economic and Social Commission for Western Asia**




*Efficiency Gains:*

- Decentralized administrative decisions, particularly those concerning personnel management and general service matters
- Four projects implemented with effect of Commission headquarters' move to Beirut, Lebanon, tentatively in August 1997

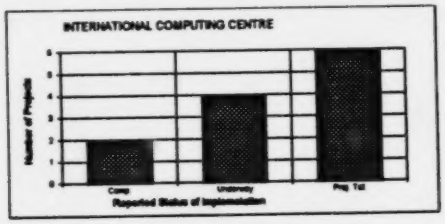
**United Nations Office in Geneva**




*Efficiency Gains:*

- Over $1 million in savings from automation of financial clerical work: decreased monthly number of cheques issued by 33 per cent; 6,600 payments per month now electronic
- $1.197 million in present biennium savings through automation of security systems
- $1.275 million in savings by streamlining mail and messenger services
- $620,000 saved in communications and reorganization of Travel and Visa sub-unit
- Restructuring and outsourcing Buildings Management; $1.155 million estimated savings
- Introduced computer-assisted learning by using computer simulations and presentations; courses in oral communication skills, leading teams, general management skills, appraisal for performance, customer care

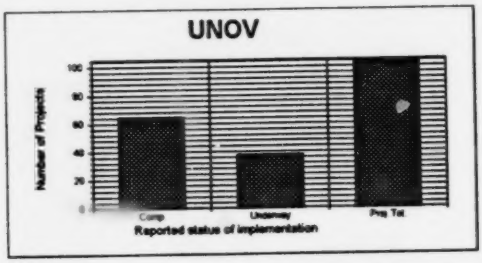
## International Computing Centre




*Efficiency Gains:*

- Coordinated plan with New York Conference and Support Services to consolidate UN mainframe operations in Geneva; estimated $1.2 million savings per annum to Headquarters beginning in April 1997
- Established shared Internet node and firewall operational; now hosting databases for thirteen UN agencies, funds and programmes; savings of $200,000 - 300,000 per annum per organization using ICC as a service provider
- Created Internet List Server for Centre's Management Committee operational since October 1996

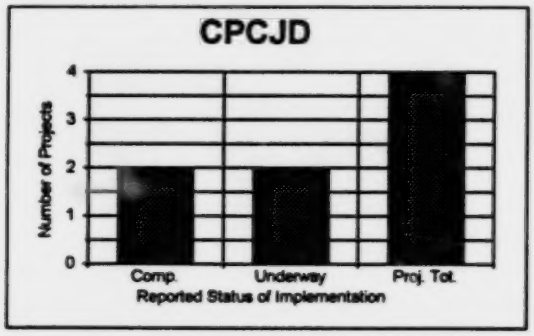
## United Nations Office in Vienna/ Office of the Director General/ Division of Administration and Conference Services




*Efficiency Gains:*

- $4.046 million in savings for the 1996/1997 biennium; $1.28 million for 1998/1999 biennium; 103 projects total; 63 per cent complete
- Savings of $954,000 in 1996-1997 by restructuring UN Security and Safety Service and services it provides
- $810,000 present biennium savings through full utilization of interpretation resources
- $444,000 saved in 1996-1997 through reduction in communications costs
- Simplification and automation of procedures in Finance Unit: integrated database; electronic banking; streamlined requisition/purchase order/receiving report/payment process; on-line invoice recording/matching system
- New documents control system integrated with electronic productivity monitoring system

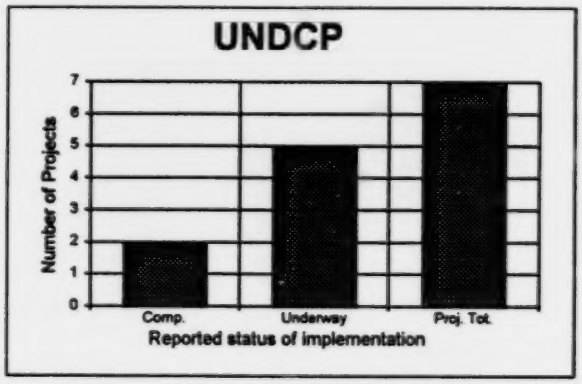
**Crime Prevention and Criminal Justice Division**




*Efficiency Gains:*

- Developed databases more quickly through cooperation with Vienna University: free use of hardware and software and staff of Vienna University; increased variety and quantity of Crime Prevention and Criminal Justice Programme materials available over Internet
- Streamlined reporting requirements for meetings
- Maximized availability and use of extrabudgetary professional staff resources
- Established an informal consultative group on resolution mobilization

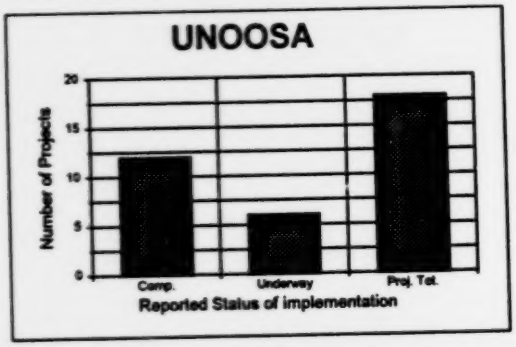
**United Nations Drug Control Programme**




*Efficiency Gains:*

- Providing electronic documents entirely via Internet (eg. Commission on Narcotic Drugs, International Narcotics Control Board Annual Reports, Technical Information Papers); database access provided for international drug control; developing software for Member States use for national and international drug control
- Outsourcing of information computer system support and software development

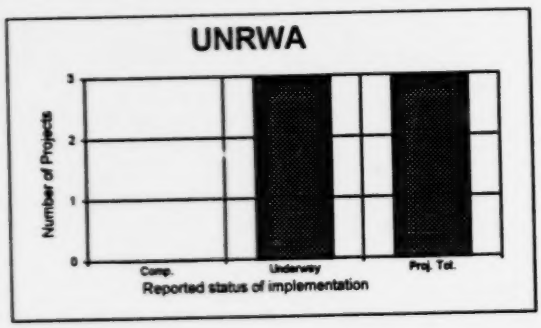
**United Nations Office for Outer Space Affairs**




*Efficiency Gains:*

- Achieved approximate biennium savings of $645,000 through use of verbatim transcripts in Committee on the Peaceful Uses of Outer Space and Legal Sub-Committee
- Set up on-call referral service to provide technical and legal backup support to document translation services
- Shortened parliamentary reports and reduced press runs
- Implementation of Home Page for information dissemination; established an "Intranet" medium for Office staff; increased E-mail, desktop fax programmes and Internet
- Increased number of information exchange activities in Programme on Space Applications; reduced number of short training courses
- Implemented common electronic coding system for all work files

**United Nations Relief and Works Agency for Palestine Refugees in the Near East**




*Efficiency Gains:*

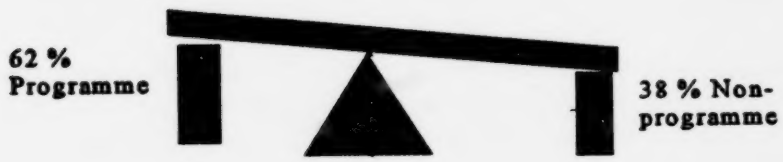
- Reviewed internal audit and staff resources management review functions; indirect savings to be determined
- Implemented management training; senior management team training to increase in 1997

## II. CHALLENGE TWO: STREAMLINE ADMINISTRATION

***WHAT:** Reduce non-programme costs of the organization from 38 per cent of its budget to no more than 25 per cent, reallocating resources to economic and social programmes.*

***WHY:** The UN spends too much on administration and on other non-programme costs. In 1995, at least 38 per cent of the organization's regular budget was spent on administration and other non-programme costs. Every dollar saved in these areas means one dollar more available for economic and social programmes.*

**How the UN spends its resources:**
**Not the right balance.**




*Less onerous administration means better service for Member States, less frustration for managers and staff and increased productivity throughout the organization. Effective, efficient management systems should support the implementation of programmes and the accomplishment of mandates. Rules and procedures should translate the intent of the General Assembly into action with the least bureaucracy and delay. Simplified rules, regulations, procedures and processes also mean better compliance. Greater use of modern information technology makes possible a wider sharing of managerial information, greater transparency and accountability, as well as reduced administrative cost. Simple, transparent processes should encourage fairness and excellence.*

***WHAT MEMBER STATES AND EXPERTS HAVE SAID:***

> ". . . expedite the simplification and streamlining of all personnel rules and procedures in order to make them transparent and easier to apply . . ." [4]
>
> General Assembly Resolution 51/226

> ". . . the basic dilemma . . . still exists: i.e. the need to achieve substantial savings without affecting the full implementation of mandated programmes and activities." [5]
>
> Report of the Advisory Committee on Administrative and Budgetary Questions

". . . savings resulting from improved cost effectiveness should be reinvested in development programmes." [6]

Statement of the G-7, Lyon Summit, 28 June 1996

". . . with respect to improving the programme planning and budgeting processes . . . more progress needed to be made in simplifying procedures and achieving clarity and transparency." [7]

Administrative and Budgetary Committee Summary Record

***RESULTS TO DATE:***

Efforts across the Secretariat are resulting in savings and reduced administrative burdens within departments and offices. Some offices are achieving all of the budget reductions required in 1996-1997 and have laid the basis for 1998-1999 savings through enhanced efficiency, primarily in administration. For example:

* The Economic Commission for Latin America and the Caribbean automated check-writing, shifted to electronic processing of travel authorizations, and took other steps to streamline administrative support and is achieving savings of $1.68 million;

* The UN Office in Geneva substantially simplified its clerical work processes through automation, electronic banking and other steps, saving more than $1 million, and outsourced its Housing Service through the Geneva Welcome Centre for a savings of $120,000;

* The Economic Commission for Africa is saving $87,000 in fax, telex and telephone charges with the installation of Economic Commission for Africa Web Site and Local Area Network, and expects to save $284,000 in rent for external storage with a more efficient procurement process;

* The Office of Human Resources Management simplified various processes:
  - Streamlined ordering of medical supplies;
  - Electronic dissemination of administrative information and vacancy announcements; and
  - Simplified rules of the Joint Disciplinary Committee.

* Computer access and key applications to support internal communications and the simplification of administrative processes are being extended (see Table 5):

* Expansion of the Integrated Management Information System to Geneva and other offices away from Headquarters;

  - Creation of an Intranet pilot home page to post, disseminate and share administrative and other information within Secretariat Headquarters and field offices;

  - Release of newer and more powerful versions of the Integrated Management Information System with additional functionalities.

**Table 5**

| *IMPROVING COMMUNICATIONS* | | | |
|---|---|---|---|
| | **December 1995** | **June 1996** | **March 1997** |
| **No. of NY staff users with Internet access** | 170 | 307 | 1,200 |
| **No. of NY staff users with cc:Mail access** | 3,200 | 3,700 | 5,220 |

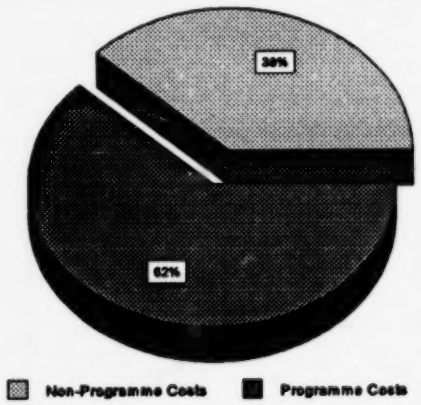
***WHAT IS NEXT:***

♦ Preparation of plan to reduce the cost of non-programme costs from 38 per cent to no more than 25 per cent of the regular budget in 2001 and to make these resources available for economic and social programmes. Although administration and many non-programme functions are important, as large a portion as possible of the budget should go to programmes. The plan will include a thorough review of *all* non-programme-related costs, irrespective of budget section, and suggestions to intergovernmental bodies for their decision concerning reallocation of resources to economic and social programmes.

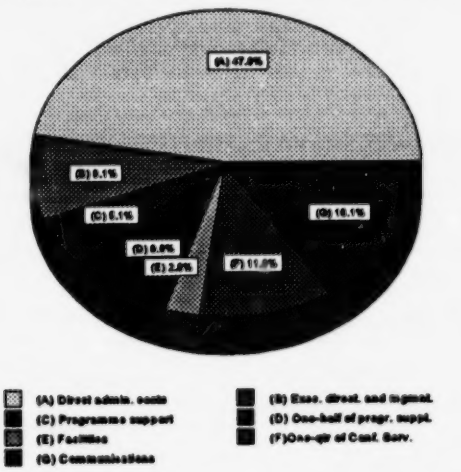
## *NON-PROGRAMME COSTS*

Traditionally the UN has used the budget for the Department of Administration and Management to represent the cost of administration. However, there are other non-programme costs outside of DAM to consider. Additionally, all DAM costs are not administrative. The charts below reflect all non-programme costs across the UN budget and provides, in this respect, a more comprehensive representation.

***STRUCTURE OF UN REGULAR BUDGET***




***STRUCTURE OF NON-PROGRAMME COSTS***




(A) Direct administrative costs are the costs of the central administrative functions and include the Executive Office in OUSG, OPPBA, OHRM, Support Services, UNOG, UNOV and UNON, as well as costs associated with ACABQ, the Board of Auditors, the Administrative Tribunal, the Joint Staff Pension Board, the Committee on Contributions, joint administration activities and OIOS.

(B) Executive direction and management. Budget sections in this category are charged with overall direction supervision and management.

(C) Programme support. This item covers those programme support sections that do not include conference servicing functions. The budget sections in this category are charged with personnel and financial administration as well as use of common services and administration services to policy-making organs.

(D) One-half of programme support. This item covers those programme support sections that do include conference servicing functions.

(E) Facilities. This item includes only the amount that is proportional to central administration.

(F) One-quarter of Conference Services. This figure represents the proportion of Conference Services' workload (e.g. meetings and documentation) that is devoted to administrative matters.

(G) Communications. While some of this activity is related to the delivery of outputs, a significant proportion is an overall communications function not tied to specific substantive programmes.

- Carry out an ambitious programme of process simplification and enhanced efficiency; expand departmental-level initiatives to contribute to more streamlined administration and a reduction in non-programme costs and, build on the Integrated Management Information System. By 2001, it should be possible to shift significant resources away from administration to economic and social programmes and to put in place management systems that are more transparent, effective and oriented to the long-term;

- A process-simplification approach has been defined and tested, training material developed and coaches prepared, and other processes are being selected for simplification over the coming months; reviews are starting to simplify processes that will reduce the cost of administration and improve the transparency of the organization's management systems overall (see Table 8). For example, teams are working on simplifying and improving processes such as:

  - Travel approval and reporting procedures (see Table 6);
  - Internal management reporting (see Table 7);
  - Procurement of small items to give more authority, flexibility and rapid procurement to programme managers;
  - Mail and pouch services;
  - Focus on prevention in the administration of justice system; and
  - Administration of dependency allowance, education grant, rental subsidy and other entitlements.

- Extend process simplification and improvement to other areas, in particular to personnel, finance, budget and procurement to strengthen and automate administration while reducing costs.

**Table 6**

## *STREAMLINE THE ADMINISTRATION OF TRAVEL*

***What:*** Reduce the cost of administering travel and reduce the cost of travel.

***Why:*** The administration of travel in the UN costs about $66 per trip, comparable to costs in some other large bureaucracies. Electronic processing through Integrated Management Information System and other changes offer the potential for significant improvements. A simpler, less costly, more accountable system of planning and administering travel would lower travel costs and eliminate unnecessary reports and outdated entitlements.

***Current System:***

The UN obtains significant rebates and discount fares in New York and has expanded its efforts to do so in offices away from Headquarters. However, a process that emphasizes compliance with redundant paperwork requirements and excessive reviews and approvals even impedes the use of discount fares and slows reimbursement of claims by travelers.

***New System:***

Increase accountability and authority of programme managers for the careful use of travel funds; make expanded use of video-conferencing and other alternatives to travel; with implementation of travel function in Integrated Management Information System in June 1997, rely on reports generated electronically and eliminate unnecessary reporting and forms; reduce approval time and facilitate timely booking and purchase of tickets (saving as much as 50 per cent on the cost of tickets); simplify the travel approval and claims process by the introduction of Integrated Management Information System and elimination of unnecessary steps; reduce the cost of travel by introducing a new policy on the use of frequent flyer miles; encourage the use of lump-sum payments and reimbursements for actual costs, for example for conference participants, trainees, consultants and government representatives; review the supplement to Daily Subsistence Allowance payments to D-1 staff and above; propose changes in the stopover entitlement and pending approval by International Civil Service Commission, introduce on a voluntary basis; and set the expectation that all travelers should:

*"Spend the organization's money as carefully as you do your own."*

**Table 7**

## *STREAMLINE MANAGERIAL REPORTING*

***What:*** Reduce the burden of internal management reporting by half.

***Why:*** Internal management reporting is important. It should give managers the information they need to know to oversee a programme and to act when necessary. However, reporting can become an end in itself. An inordinate amount of time and energy is spent in producing reports in the UN. One office sends nearly 5,000 pages of reports quarterly to Headquarters and rarely gets feedback. Staff time could be better used to strengthen reporting and management time to focus on key issues and data.

***Three strategies to streamline reports:***

1. **Discontinue unnecessary reports** when information is available elsewhere or does not result in action, for example:

   - The Office of Internal Oversight Services will eliminate the Programme Performance Report requirement for any department with adequate monitoring systems in place.

   - The Post-factum report on travel may be discontinued because information on approved actions is already contained in approval requests.

2. **Reduce the frequency of reporting** in correspondence to the need for action, for example from biannual to annual, from monthly to quarterly, from periodic to ad hoc.

3. **Merge reports** which contain related or identical information, for example the Training Activities Report and the Report on the Allocation of Training Funds.

**Table 8**

| *EXAMPLES OF PROCESS IMPROVEMENT UNDERWAY* | | |
|---|---|---|
| | **Old system** | **New system** |
| **Information Technology (IT) Support for Conferences and Meetings** | Meeting planners make multiple calls and visits to several offices to arrange for computers, phones and other IT support for meetings. | One-stop support for IT support for meetings. Placement of standard package of IT equipment in all conference rooms. |
| **UN Pouches** | Mail weighed twice, pouched mail hard to track, billing hard to reconcile. | Bar-coding being tested and introduced to enable better billing, better tracking and easier weighing of mail sent by pouch. Mail sorted at collection point as opposed to centrally. |
| **Mail delivery in New York** | Mail canceled in UN and re-canceled by US Postal Service. Frequent delays. | The introduction of a bar-coding system will allow mail to be canceled only once. |
| **Revision of Dependency Allowance Processing** | Every staff member claiming dependency allowance must submit a request each year. | Only staff members who have a change in dependency status must submit a request. |
| **Interviewing National Competitive Candidates** | Candidates flown to New York for interviews. | Candidates can now be interviewed in their home country or nearest point with video conferencing capability. |
| **Staggering hours of nursing staff to provide longer hours of coverage for clinic** | Clinic opened during normal working hours. | With nurses arranging to work staggered hours, clinic hours have been expanded, providing longer service. |
| **Completion of rental subsidy calculations** | Previously done manually by each Human Resources assistant/officer. | Implemented a macro that automatically performs the calculations. |
| **Office of Human Resources Management/Executive Office functions** | Some functions performed by the Executive Offices are duplicated/revised by OHRM. | A review of such actions during summer of 1997 will eliminate "no-value added" processes. |

**Table 9**

| *REFORM MILESTONES* | | |
|---|---|---|
| | **1996-1997 biennium** | **2000-2001 biennium** |
| **Proportion of budget going to programmes** | 62-65% | 75% |
| **Administrative processes** | - | Reduce time and cost by one third |
| **e.g. Cost of administering a travel request** | $66 | $44 |

## III. CHALLENGE THREE: MODERNIZE AND ENHANCE SERVICES FOR MEMBER STATES TO SUPPORT THE PARLIAMENTARY PROCESS AND PROGRAMMES WHILE REDUCING THE QUANTITY OF HARD-COPY DOCUMENTATION

***WHAT:*** *Expand the use of information technology and the availability and transparency of information, with key goals of connecting all missions electronically by June 1997, expanding access to UN information in all countries and reducing the volume of hard-copy documentation by 25 per cent.*

***WHY:*** *With priority given to issues of access and adequate investment, information technology offers significant opportunities to better serve Member States and to support the parliamentary process and programmatic work of the organization.*

***WHAT MEMBER STATES HAVE SAID:***

> ". . . explore innovative means of harnessing other information technologies to speed up the dissemination process and help reduce the avalanche of paper that so often threatens to overwhelm us."[8]
>
> Statement by Jamaica to the Special Political and Decolonization Committee

> ". . . facilitat[e] access by developing countries to the optical disk system in all six official languages, taking into account the possible savings from reduced copying and distribution costs."[9]
>
> General Assembly Resolution 51/211 C

> " . . . the introduction of new technologies enhances the quality, cost-effectiveness and efficiency of conference services."[10]
>
> General Assembly Resolution 51/211 C

***RESULTS TO DATE:***

* Significant enhancement of United Nations Home Page, by a team led by the Department of Public Information, on Internet for delegates, Member States, non-governmental organizations and the broader public:

  - Creation of UN Reform Home Page: a site where staff, Members States and the public will find announcements about the United Nations reform process;
  - Access to UN Treaty Series: over 30,000 treaties available electronically;
  - Information about Permanent Missions and access to their own Home Pages (New York);
  - Access to full-text searching of organization-wide pages, including UN Security Council Resolutions (1994 onward), press releases, statements of the Secretary-General and other material;

- One-stop access to UN Web sites;
  - Enhancement of delegates' workstation for economic and social issues;
  - Enlargement of French and Spanish Home Pages;
  - Expanded access to and sales of UN publications;
  - Launching of Cyber School Bus: interactive educational site for high-school and early college-level students;
  - Creation of UN Info Quest (UN-I-QUE): a ready-reference file of the Dag Hammarskjold Library to provide quick access to document symbols/sales numbers for UN materials, 1946 onwards;
  - Access to 1997 calendar of special events at UN Headquarters;
  - Posting of The World In Review: UN weekly radio newsmagazine;

**Table 10**

| *UN ON THE INTERNET: WHAT ARE THE CRITICS SAYING?* |
|---|
| ***UN Home Page:***<br>• Rated by Lycos in their "Top 5 % Sites" review: "There's enough UN info here to satisfy surfers from all 185 nations."<br>• Rewarded by Hyperspace as one of the Top 10 government sites<br>• Rated a "must see" by Excite Reviews: "This site should serve as an example to other government entities as to how to make a site appealing and useful."<br>• Given 5/5 stars in NetGuide's "Best of the Web": ". . . handsome and easy to navigate."<br>• Praised by La Nación (Buenos Aires)<br>• Included in "Notable Government Documents" by the American Library Association's Government Documents Round Table<br>• "Well organized, down to earth, and unaffected" -- Magellan Reviews |
| ***Cyber School Bus***:<br>• NetGuide Platinum Site Award<br>• USA Today Hot Site: "Web learning doesn't get better than this."<br>• Excite Three Staf Review: "Refreshingly free of diplomatic double-talk . . . loads of information for social studies projects."<br>• Blue Web'n Hot Site of the Week: "A hot site for educators." |

**Table 11**

| *THE UN HOME PAGE: CONSULTED MORE AND MORE* | | |
|---|---|---|
| | **January 1996** | **February 1997** |
| **Number of files downloaded per month** | 489,000 | 3,700,000 |
| **Estimated number of "hits" per week** | **October 1996** | **February 1997** |
| "Publications and Sales" | 22,321 | 124,300 |
| "Departments" | 13,487 | 218,460 |
| "About the UN" | 30,361 | 80,520 |
| "News" | 11,926 | 48,400 |
| Other | 314,475 | 628,320 |
| TOTAL | 392,570 | 1,100,000 |
| **Number of "hits" per week** | **November 1996** | **January 1997** |
| "Cyber School Bus" | 4,757 | 11,579 |

- Faster, easier, electronic access to all post-1993 parliamentary documentation and all resolutions (since 1946) in all offical languages for Member States through linkage of the Optical Disk System to the Internet;

- Significantly expanded connections to E-mail, Internet and Optical Disk for Member States provided by the UN and UN Development Programme;

- Enhancements to the early-warning system in the disaster relief area: more concise database to cover greater number of indicators in select countries and a more systematic network with field to facilitate data input;

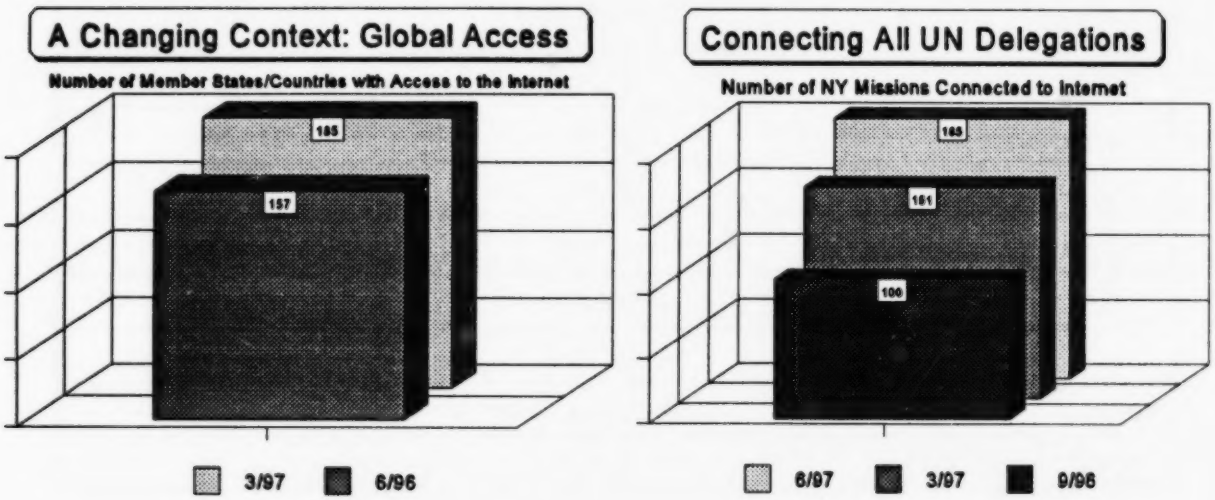
- Greater and wider use of groupware tools to manage field operations in the peacekeeping area, e.g., the handling of assets from arrival in the mission to final disposal, and the Oil-For-Food application, which tracks and processes export applications falling under Security Council resolution 986;

- Standardization of remote translation as a way of optimizing the use of available capacity

and avoiding temporary assistance costs (e.g. service of large-scale meetings in South Africa, Egypt and China; service of meetings in one duty station from another, see *UN 21: Better Service, Better Value, Better Management*, p.11).

***WHAT IS NEXT:***

- Achieve full electronic access to UN information and documents via the Internet for the New York missions of all 185 Member States no later than 30 June 1997;




- Design and budget for an organization-wide plan to better serve Member States in the area of documentation through the utilization of modern computer technology (tools for production, storage, archiving, dissemination and consultation);

- Broaden geographic distribution of documents: the Office of Internal Oversight Services showed that access to Internet is growing so rapidly that developing countries are getting *better* access to UN documents electronically than via more traditional paper-based distribution and storage systems;

- Expand use of remote interpretation which has been tried on an experimental basis in Vienna and Buenos Aires from New York. A joint study of the technological, financial and organizational feasibility and implications of its use on a larger scale is planned for this year;

- Dramatically expand electronic dissemination of information in 185 countries and eliminate 25 per cent of paper-based, small circulation newsletters and publications;

- Develop a profile-based document dissemination service designed to provide addressees with user-selectable information (a Fifth Committee delegate may choose to automatically receive financial and administrative documentation and be able to request other types of information when necessary);

- Reallocate resources to promote electronic dissemination of documents and publications and eliminate unnecessary paper dissemination, by first cleaning organizational and departmental mailing lists and by considering a master mailing list. Use Intranet for primary means of internal electronic dissemination;

- Finalize and adopt a comprehensive Information Technology Services Strategy: a two-year plan for Headquarters identifying priority areas of development and investment to broaden services for Member States and the Secretariat. The strategy identifies renovation of the current infrastructure as a precondition to better services;

- Building on the preceding, implement Core Information Technology Initiatives, i.e. introduction of new network operating system, consolidation of servers, new desktop applications, service level agreements, procurement of PC, electronic glossaries and text-retrieval tools for translators and referencing staff, etc;

- Develop Phase Two of Information Technology Strategy to incorporate offices away from Headquarters, field missions and in-country presence;

- Enhance further the UN Home Page on Internet for delegates, Member States, non-governmental organizations and the broader public. Project a service-oriented, global and more coherent "image" of the UN through its Home Pages:
  - A modern service institution which quickly reacts to the needs of its constituency;
  - A "global" organization (not just NY and Geneva; not just UN but UN Development Programme, UNICEF, etc);
  - A tightly integrated entity (coherence at various levels, policies and programmes);

**Table 12**

| *REDUCE UNNECESSARY DOCUMENTATION* |
|---|
| ***WHAT:*** *Reduce documentation by 25 per cent while enhancing access to UN documents and their relevance and timeliness.*<br><br>***WHY:*** *The UN produces 1,570 million pages per biennium to support the parliamentary process. Member States want and need high-quality documents that cover the important issues to support the parliamentary process, but have complaints about the overall quantity and timeliness of documentation.*<br><br>***STRATEGIES TO REDUCE DOCUMENTATION AND IMPROVE RELEVANCE AND TIMELINESS:***<br><br>1) Institute stricter page limits on the length of documents and ask General Assembly to further lower page limits and fix accountability for controlling document length.<br><br>2) Assure 100 per cent electronic access for all missions in New York and Geneva to documents via the Internet and the Optical Disk System.<br><br>3) Assure 100 per cent electronic access for all concerned staff in main centres to internal documents via the Intranet.<br><br>4) Review document distribution procedures and, in consultation with Member States and other recipients, reduce hard-copy distribution.<br><br>5) Ask all bureaus and secretariats to work with their intergovernmental bodies to reduce the length of documents, consolidate related documents and eliminate unnecessary and repetitive documents, building on the successful approaches of the United Nations Conference on Trade and Development, the United Nations Office for Outer Space Affairs, the Economic Commission for Europe, the Department of Policy Coordination and Sustainable Development and others.<br><br>6) Consider instituting charge-backs for document production and moving to true cost budgets to give intergovernmental bodies and the Secretariat more choice and flexibility on how to allocate resources.<br><br>7) Expand use of Information Technology tools for the production, tracking and management of documentation. |

- Provide additional information technology training courses for Member States (265 participants from mission personnel were trained in 1996 and 97 in the first two months of 1997). Courses will cover Cyberseek, Touring the Internet, Unique, Cyberspecials, Electronic News Gathering;

- Expand use of technology to support key programmes and activities, such as the Security Council, the negotiating process, etc. For example, install digital cartographic capability in the consultation room of the Security Council to give instant access to a variety of maps rather than the time-lag and costs required for hard-copy preparation. Equip Conference Services staff, translators, reference clerks with modern hardware and language software tools.

**Table 13**

| *REFORM MILESTONES* | | |
|---|---|---|
| | **1996-1997 biennium** | **1998-1999 biennium** |
| Internet connectivity for all missions in New York (with UN Development Programme) | Target of 100 per cent connectivity to be reached by June 1997 | --- |
| Internet connectivity for all missions in Geneva and Vienna | Target of 100 per cent connectivity to be reached by December 1997 | --- |
| Intranet connectivity for all concerned staff members in main centres | Target of 50 per cent connectivity to be reached by December 1997 | Target of 100 per cent connectivity to be reached by December 1998 |
| Reduction in volume of hard-copy documentation | --- | Target of 25 per cent reduction to be reached by December 1998 |

## IV. CHALLENGE FOUR: ALIGN RESPONSIBILITY AND ACCOUNTABILITY FOR RESULTS, PROVIDE BETTER, MORE COST-EFFECTIVE SUPPORT SERVICES TO PROGRAMMES AND MANAGERS

***WHAT**: Greater accountability of managers for achieving results and mandated concerns such as geographic distribution and gender balance of staff, alongside greater flexibility and devolved responsibility for managing financial, staff and other resources. Reorient support services to better serve programme managers and establish common services where there are benefits.*

***WHY:** Managers can achieve results more efficiently, keep costs in check, improve service and be subject to greater accountability for results. Greater delegation also implies tougher targets for performance as well as better information about actual results. Support services also need to be more responsive to the needs of programme managers. Common services, if competitive and based on true costs, can provide more cost-effective support services for programmes.*

***WHAT MEMBER STATES HAVE SAID:***

> "Welcomes the intention of the Secretary-General to streamline administrative procedures and eliminate duplication, in relation to human resources management, through delegation of authority to programme managers and requests him to ensure, before delegating such authority, that well designed mechanisms of accountability including the necessary internal monitoring and control procedures as well as training, are put in place, and to report thereon to the General Assembly at its fifty-third session."[11]
>
> General Assembly Resolution 51/226

> "Success in fostering a new management culture throughout the system depends on such factors as effective decentralization and enhanced accountability at all levels; transparency and flexibility in delineating mandates for the use of resources . . ." [12]

> "The question was how to make the United Nations managers manage and not simply administer their programmes."[13]

> "Establishment of a system designed to ensure the Secretariat's accountability, transparency and effectiveness in all its operations [is] vital to enhance the efficiency of the United Nations." [14]
>
> Administrative and Budgetary Committee Summary Records

***RESULTS TO DATE:***

* On 18 January 1997, the Secretary-General created a Policy Coordination Group to ensure that the organization is managed as an integrated entity, that management and policy decisions by the Secretary-General systematically benefit from advice from all senior programme managers, and that the United Nations can meet the growing number

of challenges that cut across traditional sectors and organizational boundaries and call for comprehensive responses;

* The Secretary-General grouped United Nations departments, offices, funds and programmes into four principal sectoral areas:

  Peace and Security
  Economic and Social Affairs
  Development Operations and
  Humanitarian Affairs

  Executive Committees with executive decision-making as well as coordination powers have been set up in each area, each with its own designated convener, to facilitate more concerted and coordinated management and reform of the work of the organization;

* The Office of Internal Oversight Services has revised its programme evaluation guidelines to place greater emphasis on measures of outputs and outcomes and to give departments and offices greater responsibility for monitoring performance in terms of results, norms and standards, not just inputs;

* Common-service arrangements are being extended:

  - $600,000 is being saved in 1996-1997 by consolidating UN Information Centres;

  - Plans are being developed for common services in such areas as conference services, public information, medical services, building management, procurement and library services when Economic and Social Commission for Western Asia moves to Beirut in September 1997; and

  - The Office of Conference and Support Services and the International Computing Centre are consolidating UN mainframe operations in Geneva as of April 1997, with estimated annual savings of at least $1.2 million per year;

***WHAT IS NEXT:***

♦ Pursue far-reaching streamlining and consolidation of administrative, financial, personnel, procurement and other services to support principles of devolved responsibility to the most effective managerial level and to produce considerable cost savings and other administrative benefits. This will include an examination of ways to extend common services in the organization and the feasibility of establishing common services facility(ies), and will include identification of ways to streamline printing and documentation services for Geneva-based agencies and the use of charge-back and cost benchmarks for common services in the UN Office in Vienna;

- Recast the Department of Administration and Management as a Department of Management;

**Table 14**

***RECASTING SUPPORT SERVICES: A DEPARTMENT OF MANAGEMENT***

***What:*** Recasting central administration and the Department of Administration and Management.

***Why:*** New management approaches and information technology provide opportunity to change role of central administration while reducing non-programme costs and enhancing accountability and support for programmes and programme managers.

***Old System:*** Highly centralized, high cost, focus on paper-driven administrative systems; weak reporting with diffuse responsibility for performance.

***Vision of a New System:*** Central management that focuses on management policy and its implementation and that empowers and supports programme managers to act decisively in their areas of responsibility and to reduce the layers of centralized administration. More effective oversight of compliance and reporting to the General Assembly. Streamlining of financial and administrative rules and regulations, procedures and processes. Greater delegation of responsibility for delivery and authority while insisting on full accountability for performance. Use of information technology to simplify and speed up administrative processes and facilitate decentralization. Absolute reduction of resources devoted to administration across the organization.

- Launch management pilots based on a straightforward proposition: clearer, enhanced accountability for results in exchange for greater delegation of authority and flexibility within existing rules. Management pilots being launched in 1997 include:

  - **The Economic Commission for Latin America and the Caribbean**
    The Commission will enhance its performance as a provider of economic analysis and advice in the region while obtaining the most value for money from the resources placed at the Commission's disposal. The Commission has agreed to develop performance measures to better measure its success, to enhance accountability for delivery of programme outputs, and to enhance progress on gender balance and other organizational concerns in exchange for getting greater flexibility from headquarters. In turn, the Executive Secretary will assign greater accountability and delegation within the Commission.

- **The Division of Administration and Common Services in Vienna**
  The approach of this pilot scheme is to transform Administration and Common Services in Vienna into an executive agency to provide administrative and common service functions to all UN programmes and offices in Vienna, and common and joint services to the International Atomic Energy Agency, the UN Industrial Development Organization and Comprehensive Nuclear Test-Ban Treaty Organization. This pilot will test extending the use of charge-backs for common services, the feasibility of moving to true-cost budgeting (see table 14), and testing more extensive delegations than are currently in place. The UN Postal Administration/Europe will participate in this pilot (see table 15).

**Table 15**

***UN OFFICE in VIENNA: MOVING TO TRUE-COST BUDGETS***

Under the Vienna pilot, true-cost budgeting would be tested for cost centres for all direct inputs. The example for the Crime Prevention and Criminal Justice Division illustrates this approach:

| ***CURRENT SYSTEM:*** | | ***A TRUER PICTURE:*** | |
|---|---|---|---|
| 1996-1997 appropriation | $5,002,590 | 1996-97 appropriation | $5,002,590 |
| | | General services | $699,150 |
| | | Common services | $45,244 |
| | | Conference services (direct costs only) | $2,530,552 |
| | | TOTAL | $8,277,536 |

- **Conference Services in New York**
  As part of a new department that will integrate and streamline support for intergovernmental bodies, this pilot will find ways to respond to highly variable demand with higher-quality, more timely documents and meeting services. The pilot will test how greater flexibility in financial and human resources management can facilitate greater responsiveness and ability to meet demands at short notice.





**Table 16**

***THE UN POSTAL ADMINISTRATION IN EUROPE: ACCOUNTABILITY FOR RESULTS***

***What:*** Turning around the UN Postal Administration in Europe to optimize income is a key objective of the management pilot in the UN Office in Vienna.

***Why:*** With a diminishing and aging customer base, the UN Postal Administration has not only operated at a loss, it has had a diminishing impact on its primary mission: educating a broad public about the goals and programmes of the United Nations through stamps.

***Old System:*** Unclear lines of authority and accountability; centralized management. Decisions from planning annual leave of staff members to whether to attend an exhibition of stamp dealers were made in New York. Weak reporting that gave little sense of problems or progress.

***New System:*** The European office will have clear, delegated responsibility for operations and performance and, in parallel, will be given greater operating flexibility to achieve results. Under the pilot, the European office has established a business plan with defined outcomes to be achieved in the next three years:

- Minimum 10 per cent net growth in revenues;
- Expansion from 6 to 18 countries in 1997-1998;
- Expanded outreach to younger target audiences in more countries;
- Partnership with national postal administrations.

♦ Identify specific steps to strengthen accountability and empower managers across the organization:

- Consider steps toward more flexible implementation of programme budget, including consideration of experience of how the UN Development Programme, international banks and many national governments use a programme budget and dollar budgeting to give managers greater financial flexibility, combined with increased accountability for results.

- Improve systems of accountability and strengthen reporting focused on outcomes and outputs instead of inputs.

- Develop improved performance measures across the organization.

- Strengthen and streamline the Performance Appraisal System and link it to organizational performance.

- Consider the demographics of UN staff to support management reform (Table 17).

**Table 17**

| *PLANNING FOR THE HUMAN DIMENSION: THE CHALLENGE AHEAD* |
|---|
| ***What:*** Opportunity and need to renew and revitalize the international civil service during a period of substantial turnover.<br><br>***Why:*** Substantial and accelerating attrition: 6,600 staff members will retire over next 15 years; 300 staff members to retire for each of the next three years; 500 to retire for each of the following five years. This is in addition to normal attrition.<br><br>A high average age: average age of UN staff members is 48 (mean age of professional staff is 49, general service staff is 48). Only 5 per cent of staff are under 35, only 14 per cent are under 40.<br><br>***Implications of demographic trends:***<br>▸ Need to plan for retirement for 5,000 staff members expected to retire over next 10 years and consider role of early retirement to manage attrition;<br>▸ Period of expanded recruitment and career development to support the vision of the "new UN and a revitalized international civil service";<br>▸ Need to review classifications, skills, and occupational mixes to support new directions; and<br>▸ Initiation of succession planning and training to prepare new leaders and managers. |

**Table 18**

| *REFORM MILESTONES* | | | | |
|---|---|---|---|---|
| | **1996** | **1997** | **1998** | **1999** |
| **Enhanced performance** | Measures of outputs and outcomes rarely used. | Outcome and output measures established for management pilots. | Enhanced performance documented in management pilots. | Expanded use of meaningful performance measures. |
| **Flexibility indicators** | Programme budget; centralized control of budget implementation by line item. | Increased financial flexibility and responsibility in management pilots. | Expand lessons from management pilot for financial flexibility and responsibility. | Continue replication of increased financial flexibility and responsibility. |
| **Percentage of professional staff positions occupied by women** | Baseline: Secretariat 36% ECLAC 29% UNOV 26 % Conference Services 33% | Improvement ranges agreed with management pilots. | Improved percentage, especially in ECLAC, UNOV, Conference Services. | Secretariat-wide improvement. |
| **Percentage of new staff members recruited from unrepresented and under-represented countries** | - | Baseline determined and improvement ranges agreed with management pilots in ECLAC, UNOV, and Conference Services. | Improved percentage, especially in management pilots. | Secretariat-wide improvement. |

## Documentation Sources

1. WGUNS/CRP.3 Add.2, p.4

2. WGUNS/CRP.3 Add.2, p.5

3. Second Report of the Advisory Commitee on Administrative and Budgetary Questions (A/51/7/Add.1, p. 11)

4. General Assembly Resolution 51/226

5. Second Report of the Advisory Committee on Administrative and Budgetary Questions (A/51/7/Add.1, p.3)

6. "Enhancing the Effectiveness of Multilateral Institutions for the Benefit of Development" Lyon Summit, 28 June 1996

7. Summary Record (A/C.5/48/SR.22, p.14)

8. Statement by Jamaica to the Special Political and Decolonization Committee

9. General Assembly Resolution 51/211 C

10. General Assembly Resolution 51/211 C

11. General Assembly Resolution 51/226

12. Summary Record (A/C.5/49/SR.14, p.6)

13. Summary Record (A/C.5/49/SR.14, p.6)

14. Summary Record (A/C.5/48/SR.13, p.3)

## APPENDIX

**Special contributions:**

UN 21 AWARD TEAMS (see Table 3): identified areas of improvement and worked on the successful implementation of projects which enhanced effectiveness and efficiency of their departmental activities.

**Treasury Team**: Susan Bajardi, Suzanne Bishopric, Farooq Chowdhury, Joosun Hong, Garth Huggins, Kyoko Maki, John Ohannessian, Kayo Uchida.

**Office of Outer Space Affairs Team**: Sergio Camacho, Maria Luisa Chavez, Sergei Chernikov, Takemi Chiku, Hubert George, Matthew Sanidas, Jitendra Thaker, Robert Wickramatunga.

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CROSS-CUTTING REVIEW TEAMS (see Tables 6-7): conducted studies on cross-cutting issues and identified ways to simplify procedures and reduce administrative costs.

**Travel**: Anton Bronner, Brian Gleeson, Jayantilal Karia, Joan W. MCDonald, Rudolph Plessing, Jin Yongjan.

**Internal Management Reporting**: Jan Beagle, David Curzon, Vladimir Drjuchin, Hermann Habermann, George Haddad, Ian Kinniburgh, Alf Kirk, Maria Longueira, Jean-Claude Milleron, Monica Nogara, Maxime Tortel, Nikolai Zaitsev.

**Documentation**: William A. Bunch, Adolfo Crosa, Luciana Marulli-Koenig, Juan Mesa, Carol Unterleitner.

PROCESS IMPROVEMENT TEAMS (see Table 8): worked on the simplification of administrative processes to enhance effectiveness.

**Mail and Pouch Operations Team**: Pedro Bune, Varughese Cherappurathu, Denton Clarke, Mildred R. Collins, Cornell France, Katherine Grenier, John H. Mayers, Gordon Tapper, Sam Varghese, Mohsen Zakour, Carlos Zulberti.

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ACTION MANAGERS: the names of the UN staff members and managers who are designated as action managers were identified in the UN 21 report titled "Better Service, Better Value, Better Management", which was released in September 1996. They continue to play a critical role in implementing efficiency projects.

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